



# AMSC News

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**COL Stevenson L. Reed**  
Commandant  
**Steven T. Wilberger**  
Deputy  
Commandant  
**Pamela Raymer, Ed.D.**  
Dean of Academics

## AMSC News

This is a quarterly online publication that provides a forum that promotes the delivery and development of civilian and military leadership education.

An editorial board reviews content prior to publication.

Reprints and forwarding of articles from this publication are permitted only if the author and AMSC are credited. AMSC is distributed via a listserv of more than 19,000 subscribers. AMSC is published in accordance with AR 360-1.

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Marketing Specialist

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## Army Management Staff College welcomes new commandant

By Jennifer Erickson  
Marketing Specialist



COL Stevenson L. Reed addresses the staff and faculty at the Change Of Command Ceremony.

When Col. Stevenson L. Reed was offered the job as commandant of the Army Management Staff College, his reply was, "Working with others, mentoring and helping them grow, is what I'd like to do."

Reed now leads the college in its mission to educate and prepare military members and the Army Civilian Corps for leadership and management responsibilities throughout the Army.

He views his job as commandant as an "honor and privilege."

"We're in the business of helping people," Reed said. "It's our obligation to help people get better."

Reed assumed command from Col. Garland H. Williams at a change of command ceremony on July 31. He extended his gratitude to Williams and AMSC staff and faculty.

"They deserve a lot of applause for what they've achieved previously," he said.

Reed came to AMSC from the Ballistic Missile Defense System Operational Test Agency in Huntsville, Ala. Among many qualifications, from Air Defense and Missile Officer to commander, Reed has proven himself a distinguished educator as a professor of Military Science for Headquarters, 5th Brigade 1st Region (ROTC) at Fort Bragg, N.C.

Since arriving to his office at AMSC in late August, Reed said he plans to conduct a 90-day assessment to evaluate AMSC's strengths and weaknesses develop a plan, and then communicate that plan to the workforce and higher headquarters. He said his goals for the College will stem from that plan and the requirements of his senior leaders.

Jim Warner, Army Civilian University president, extended Reed a warm welcome to AMSC at the change of command ceremony.

"AMSC has a host of new challenges, and we are fortunate to be welcoming a gifted Soldier to lead us and meet those challenges," Warner said.

Outside of the office, Reed enjoys sports, reading, spending time with his family and mentoring youth. He also said he's enjoying Fort Belvoir.

In his 27 years of military service, Reed's commanded at every level from 2nd Lieutenant to Colonel.

"Command is what I think all officers aspire to do," Reed said. "I've had fun. I'm not ready to retire".



COL Stevenson L. Reed  
Commandant, AMSC



## Distributed Learning leads to richer experience in classroom

By Pamela Raymer, Ed.D.  
Dean of Academics



**Pamela Raymer, Ed.D.**  
Dean of Academics

The CES distributed Learning (dL) program is designed to prepare students for a richer learning experience during the resident phase. The civilians who complete dL as self-development will also acquire knowledge central to leader development competencies.

The hours identified against each of the courses for dL are only an estimate of the time required to complete the dL material. Some students complete the material quickly while others spend much more time working through the materials. Learner preference can impact a student's success in an online environment.

Research shows that learning can be just

as effective in online environments as in resident programs. For those students who don't like to work independently but prefer face-to-face (f2f) instruction and/or are not as tech-savvy as others, online learning may not be the preferred mode of learning.

Completing the work presumes that the learner can access the online material. Accessibility to the online learning environment within the Army is negatively impacted by a number of variables to include security patches, bandwidth (the ability of computers to transfer data based on size of servers, speed of the learners' computers, size of dL files), type of browser, time of day, location, type of platform that the dL program runs on. These are only a few of the variables that impact accessibility. Some of those factors are within Army Management Staff College's (AMSC's) control while many are not. As many of you already know, because of these accessibility issues, AMSC began to offer a "paper" dL program on April 16. This paper dL eliminates the need to complete dL materials online. The only requirement online is the exam. Oftentimes dL is considered "computer seat time." Distributed Learning can come in many forms and for many in our target audience, they like the paper format.

As technology and processes improve, our capability to provide a quality online dL with complete accessibility will improve. One of the important requirements for online learners is to read and follow the guidance as they enter the online learning environment. Running some simple tests and setting up the features on the computer for the online program will eliminate many of the problems that students encountered in online programs. Unfortunately many students ignore this guidance and frequently call our AMSC dL help desk.

Our faculty is highly engaged in improving the quality of the content and is here to help you navigate through the dL program. We know that you will benefit from completing the dL and attending the resident phases as part of your leader development program.

## 2010 AMSC Leadership Symposium



Mark your calendars today for AMSC's 5th annual Leadership Symposium: Developing Leaders, March 2-4, 2010.

**Registration opens in November 2009**

## Words From Our Students



*When you hear the word change, what and who do you think of?*

"I think of shortfalls identified and a solution to the problem, to make a step towards achieving a specific goal when I think of change. Also John F. Kennedy comes to mind with change."

Thomas Benavidez  
White Sands Missile Range,  
New Mexico  
Intermediate Class 09-12

## Note from the Editor

By Kyonna Withers  
Assistant Marketing Specialist



**Kyonna Withers**  
Assistant Marketing Specialist

Change. Change can mean so many things. There could be change in the weather, change of address or a change in mission. Well how about a change in leadership? A change in management can mean new ideas and new products. How do you feel about change?

Change is important to every person and organization. When change occurs it helps management to make the proper decisions so the organization reaps the greatest benefit. Here at Army Management Staff College we have undergone a change of command. Col.

Stevenson L. Reed, AMSC commandant, stressed we should "be adaptive and work together to get the job done." For a successful change all parties need to adapt to the new environment. Some ways to adapt to a change are to look at the change in a creative and positive way, talk out your concerns, and become or remain flexible. When everyone adapts quickly the entire organization becomes more equipped to tackle everyday challenges in the workforce. How will you adapt to change?

# AMSC launches 2nd Annual Excellence in Education Award Program

By Kyonna Withers

Assistant Marketing Specialist

Army Management Staff College (AMSC) is seeking Army organizations to apply for the 2009 Excellence in Education (EIE) Award.

The 2nd annual Excellence in Education (EIE) award program is sponsored by AMSC in partnership with the Association of the United States Army. The award encourages and rewards organizations that strengthen the core attributes of the Army workforce through innovation in education, aggressive and creative professional development programs, and a unique emphasis on lifelong learning.

The award criteria are designed to dispel the notion that education is a single event or class and promote a philosophy that education is a lifelong pursuit that can be influenced and enhanced by the organization.

Any Army organization that consists of at least 25 percent of Army civilian employees is eligible to apply. Installation Management Command (IMCOM) won first place in the inaugural year and was presented with a trophy and certificate at the 4th annual AMSC Leadership Symposium.

The 2nd and 3rd place recipients were Aviation and Missile Command, and Center for Army Analysis. Arthur McMahan, Ph.D., director of Educational Services, said, "There was great support and interest throughout the Army for the inaugural EIE Award, and we look forward to receiving an excellent pool of applicants for the 2009 award year. We believe that the EIE competition serves as a catalyst that drives Army organizations to intensify the focus on professional development and lifelong learning."

The application deadline is Dec. 15, and the application and nomination criteria are available at the AMSC website at [www.amsc.belvoir.army.mil](http://www.amsc.belvoir.army.mil). The awards are scheduled to be presented at the AMSC 5th annual Leadership Symposium, March 2-4, 2010.

For more information about the Excellence in Education Award, contact the Directorate of Educational Services at [eieaward@conus.army.mil](mailto:eieaward@conus.army.mil) or visit <http://www.amsc.belvoir.army.mil/academic/edserv/eie/index.jsp>



Retired Lt. Gen. Thomas G. Rhame, Association of the United States Army vice president of finance and administration, congratulates John B. Neger, executive director of Installation Management Command, on winning first place in the inaugural Excellence in Education Awards at the AMSC Leadership Symposium in January.



# Excellence In Education

Army Management Staff College is seeking Army organizations to apply for the 2009 Excellence in Education (EIE) Award. The application deadline is Dec. 15, and the application and nomination criteria are available at the AMSC website at

[www.amsc.belvoir.army.mil](http://www.amsc.belvoir.army.mil).

For more information about the Excellence in Education Award, email the Directorate of Educational Services at

[eieaward@conus.army.mil](mailto:eieaward@conus.army.mil) or visit

<http://www.amsc.belvoir.army.mil/academic/edserv/eie/index.jsp>



## Reaching out

Every second Sunday of the month, AMSC personnel provide dinner to families at the Action in Community Through Service homeless shelter in Dumfries, Va. In September, AMSC provided food and volunteers for a fish fry. Evette Muschette, who coordinates AMSC's outreach to the shelter, expressed her gratitude to the AMSC personnel who assisted with the fish fry. Jim Minor of Command Programs faculty and Sid Ricks of the Civilian Education System faculty helped out, in addition to AMSC Registrar Angela Williams and her daughter. The children at the shelter presented the personnel a poster expressing their gratitude. In addition to lending a hand with cooking and providing food, AMSC personnel's contributions have allowed the shelter to have enough money to provide for a second Sunday dinner in October.

## AMSC Young Professionals help the homeless

By Kyonna Withers

Assistant Marketing Specialist

"During times like these, simply surviving is hard for everyone. Even still, I did not realize how fortunate and blessed I was. Giving to the homeless shelter showed me that the little things I take for granted every day such as clean socks can change the life of someone who is less fortunate than us," said LaAsia Couch, Army Management Staff College young professional during the summer who is now a student at the University of Kentucky. The young professionals' goal was to give to others when they are in need, and that was what they did. They donated numerous items to the Action in Community Through Service (ACTS) homeless shelter in Dumfries, Va., over the summer.



Young Professionals display items for donation to the Action in Community Through Service homeless shelter in Dumfries, Va., this summer (Photo by Rhonda Mull)

A few young professionals gave the homeless shelter baby items, games, toys, gift cards, over 20 pounds of clothes, canned food, books, and cleaning supplies. Additionally former AMSC Commandant Garland H. Williams donated four bags of clothing items to those in need. It was a heartwarming experience for the young professionals who dropped the items off at the shelter.

ACTS functions with a 15-bed shelter for men, women, and children.

"As Army civilians, we would like to give back to people in need just as the Soldiers do for our country," said Tynisha Parks, young professional who is now at Marymount University. During this service project, the young professionals kept a slogan in mind, "remember you can make a difference... one heart at a time."



SSG Pierre Matthews loads up the vehicle to take items to the shelter in Dumfries, Va.

(Photo by Albert Baier)

# Headquarters, Department of the Army G-3/7 hosts third Training Coordinators Workshop

By Debra Short  
HQDA G-3/5/7

“CES Training Coordinators...Gateway to Training” was the theme for the semi-annual Civilian Education System (CES) Training Coordinators workshop at the Fort Belvoir Officers’ Club from Aug. 11-13.

The workshop was sponsored by the HQDA G-3/7, Civilian Training and Leader Development Division with assistance from members of the Army Management Staff College, Headquarters, Department of the Army G-1 and TRADOC. Fifty-nine individuals from various Army Commands, Direct Reporting Units and Civilian Human Resource Agency regions attended. The first workshop, in June 2008, was originally designed for Training Coordinators who were actively involved with processing CES applications through the Civilian Human Resources Training Application System (CHRTAS). This workshop included Human Resource Specialists as well as other Training Coordinators who may not actually process applications but wanted to learn more about the CES program and the training management system that supports it.

Vicki Brown, HQDA G-3/7 Chief of Civilian Training and Leader Development Division, opened the workshop providing direction on the future of civilian training and leader development while encouraging the Training Coordinators to continue their support and hard work as “CES Ambassadors.”

Three Army Commands were recognized for their efforts and dedication in support of the CES program. They were: Installation Management Command for sending the most individuals to CES courses through the 3rd quarter of FY09; Network Command for filling the highest percentage of their CES quotas through the 3rd quarter of FY09; and, Army Contracting Command for exceeding in filling their allocation of CES quotas by the highest percentage through the 3rd quarter of FY09. President of the Army Civilian University Jim Warner and Brown presented each with a certificate of appreciation; Brown also presented a coin.

The workshop also provided an update on CES Policy, CES curriculum overview, CHRTAS Human Resource initiatives and an update on current CHRTAS procedures and enhancements for processing CES applications. Dick Goetz of HQDA G-1 conducted a hands-on training session demonstrating CHRTAS functionality and how to maximize its capabilities. The CHRTAS demonstration and hands-on training is the “meat and potatoes” of the workshop. It provides the Training Coordinators with the tools and knowledge that is required to streamline the process for managing CES applications in CHRTAS.

Comments from participants of this workshop were positive and supportive of the efforts of the workgroup responsible for this event.

One person wrote, “I found this workshop to be very informative and worthwhile.” Another wrote, “These workshops are the best and most informational events I attend. In fact these are the only workshops I look forward to. Please keep it up!”

The next CES Training Coordinator (now referred to as Quota Manager) Workshop is tentatively scheduled for February/March 2010 time-frame. Stay tuned for more information.



Dick Goetz of HQDA G-1 speaks to training coordinators at workshop on Aug. 13 (photo courtesy pf HQDA G-3/5/7)



Army Management Staff College will be at the AUSA 2009 Annual Meeting & Exposition: A Professional Development Forum October 5-7 at the Walter E. Washington Convention Center in Washington, D.C. Visit our booth - #2260.

## AMSC offers Region Installation Support Team Course

Army Management Staff College is adding a new course to its Command Programs offerings: Region Installation Support Team (RIST) Course. IMCOM is transforming in both physical locations and business practices during FY10 due to Base Realignment and Closure actions. The Southeast and Northeast Regions will be relocated to Fort Eustis Va., and the headquarters will move from Alexandria, Va., to Fort Sam Houston, Texas.

The business transformation creates a condition that requires staff members who are currently serving in functional specialties such as Public Works, Resource Management, and Human Resource Management, to serve as multi-functional staff officers. This means they will require a much broader knowledge of all garrison functions. The course contains content from Garrison Precommand Course and will be presented in a different manner for a different target audience. The course will be for 40 students per class, each two weeks long, with two classes per year. Enrollment is controlled by the Headquarters, IMCOM Transformation Office. The first course was in September and the next course is in November.

For more information about RIST and Command Programs, visit the AMSC website at [www.amsc.belvoir.army.mil](http://www.amsc.belvoir.army.mil)

## Foundation Course enrollment on the rise

By Donald M. Harrison

Director, Foundation Course and dL Initiatives

As AMSC reaches the end of the fiscal year, enrollment in the Civilian Education System (CES) Foundation course continues to rise. AMSC currently has over 9,700 students, and the number grows daily for civilians representing Army Commands, Army Service Component Commands, and Direct Reporting Units throughout the Army.

The course is designed to be completed on duty time, and graduates tell AMSC their organizations are supportive of this effort. This is an amazing accomplishment and demonstrates the essence of the civilian workforce. Completing the course, managing a full time government assignment, and balancing a personal life all at the same time is no small task. It shows a commitment to self development and a drive to excel in today's Army.

To ensure the course remains current and relevant, AMSC is redesigning the course material. It will use selected lessons from Army E-Learning as the new courseware is being developed.

We hope students will continue to strive for excellence by taking the other CES courses offered to further their career opportunities after completing the Foundation Course. To apply for CES courses, visit the Civilian Human Resources Training Application System Web site at <https://www.atrrs.army.mil/channels/chrtas/default.asp> or access CHRTAS from the Civilian Personnel Online Web site at <http://cpol.army.mil/>. For more information about Army Management Staff College programs, including the progressive and sequential CES, visit our Web site at [www.amsc.belvoir.army.mil](http://www.amsc.belvoir.army.mil)



## Change ... Are You Ready?

By Leo F. McArdle, Jr., Ed.D.

Continuing Education for Senior Leaders Director

Change whether personal, cultural, organization, or enterprise wide is difficult. Heraclitus, the philosopher who postulated that you cannot step into the same river twice, said, "Nothing endures but change."<sup>1</sup> We see it all around us in our cities and suburbs. The old fashioned mom-and-pop store on the corner was torn down to make room for a "strip mall" which was later torn down to make a parking lot for the shopping mall which is later torn down and turned back into an outdoor mall with picturesque little mom-and-pop shops (which, by the way, are franchised all over the country in case you want one).

How many times did we as children listen to our parents and grandparents say, "When I was your age ..." only to repeat that same phrase to our children or grandchildren? Inherent in the tired cliché is the belief that the older way was better, that change is always for the worse. "Nothing in the world is permanent, and we're foolish when we ask anything to last, but surely we're still more foolish not to take delight in it while we have it. If change is of the essence of existence one would have thought it only sensible to make it the premise of our philosophy."<sup>2</sup>

America is changing, and there is simply no way to return to what America was before. Since 9/11 we have seen vast changes in how we view, and secure, public transportation. In the Army we have developed a paradigm change in how we fight. Gone are the days of the division centric battle plans. Now the BCT (Brigade Combat Team) is the centerpiece of our military engagement strategy. As Bob Dylan once sang, "The times they are a-changin'." We must look with confidence that changes, already and still occurring, can make society and the Army better, if we work to make things better. Change can mean great opportunity, if we view it that way.

Change in any organization is hard. It is sometimes argued that a familiar challenge in initiating and implementing organizational change is that organizations may be paralyzed by having too many managers and not enough leaders. John Kotter defines leaders as agents of change and managers as protectors of the status quo.<sup>3 & 4</sup> Want to learn more about change? Want to be a better leader in both your organization and for the Army? Contact AMSC, and learn how CES can assist you in accomplishing these goals.

### Notes:

1. Heraclitus, (540 BC-480 BC) From Diogenes Laertius, Lives of Eminent Philosophers
2. W. Somerset Maugham (1874-1965)
3. Kotter, John P., "Leading Change: Why Transformation Efforts Fail," (Harvard Business Review 73 [2], 1995): 59-67.
4. Kotter, John P., Leading Change (Boston: Harvard Business School Press, 1996): 76.



"Change has a considerable psychological impact on the human mind. To the fearful, it is threatening because it means things may get worse. To the hopeful, it is encouraging because things may get better. To the confident, it is inspiring because the challenge exists to make things better. Obviously, then, one's character and frame of mind determine how readily he brings about change and how he reacts to change that is imposed on him."

King Whitney Jr. - President,  
Personnel Laboratory Inc. – 1967

## Words From Our Students



*How do you adapt to change?*

"I become more positive, finding the good in change to help others accept the change. Change is healthy and can open new doors for everyone."

Cathleen "Kitty" Hamberg  
Fort Buchanan, Puerto Rico  
Intermediate Class 09-12

## Dr. Martin Luther King exemplifies lifelong learning

By Philip Samudio

Civilian Education System Faculty

In Field Manual 6-22 foreword, Gen. Peter J. Schoomaker, U.S. Army Chief of Staff, said, "Leaders must be committed to lifelong learning to remain relevant and ready during a career of service to the Nation."<sup>1</sup>

For many of us, lifelong education is more than just a lofty dream. Lifelong

learning has become the representation of opportunities to learn and grow, to discover and realize career aspirations, and to change people's lives for the better. In many ways, lifelong education has become the great equalizer in today's ever increasingly technologic society.

Dr. Martin Luther King understood the importance of lifelong learning as the course for handling future problems and challenges.<sup>2</sup> King's thirst for knowledge and education resulted in high college entrance examination scores. These high entrance scores then allowed him to attend Morehouse College at the age of 15. He went on to complete a doctorate of Philosophy degree at Boston University in 1955 and also studied at Harvard University. During his lifetime, King received 20 honorary degrees from U.S. colleges and universities and from several foreign countries. Lifelong learning provided King tools to end social injustice and to improve the lives of many Americans today.

Today, Army civilians are afforded the chance for lifelong learning. This lifelong learning concept has taken the form of a civilian leadership common core training that mimics the Army military officers' training. This training, the Civilian Education System (CES), provides progressive and sequential training that provides Army civilians opportunities and tools for leader development and education to enhance their careers and remain relevant over the lifetime of their Army careers.<sup>3</sup> King's commitment to lifelong learning exemplifies the power of education to enhance and change the lives of future generations of Americans for the better service to the Nation and serves as a lesson for Army civilians to follow and live.



### Notes:

1. Field Manual 6-22, Army Leadership: Competent, Confident, and Agile. (Headquarters, Department of the Army, Washington, D.C., October, 12 2006).

2. Dr. Martin Luther King Jr. A Biographical Stretch; available on the Internet at <http://www.lib.lsu.edu/hum/mlk/srs218.html> (accessed April 23, 2009).

3. Army Management Staff College Basic Course (BC); available on the Internet at <http://www.amsc.belvoir.army.mil/ces/bc/> (accessed April 23, 2009).

## Change is No Joke

by Deanie Deitterick  
Writer/Editor

### "The Lighthouse Joke"

The following is being transmitted around the Internet as an event that really took place, but it never happened. It is simply an old joke like those found in popular magazines. The joke is as follows—according to the Navy website at [http://www.navy.mil/navydata/navy\\_legacy\\_hr.asp?id=174](http://www.navy.mil/navydata/navy_legacy_hr.asp?id=174). This is the transcript of an actual radio conversation between a U.S. naval ship and Canadian authorities off the coast of Newfoundland in October 1995. The Radio conversation was released by the Chief of Naval Operations on October 10, 1995.



**U.S. Ship:** Please divert your course 0.5 degrees to the south to avoid a collision.

**Canadian Reply:** Recommend you divert your course 15 degrees to the South to avoid a collision.

**U.S. Ship:** This is the Captain of a U.S. Navy Ship. I say again, divert your course.

**Canadian Reply:** No. I say again, you divert YOUR course!

**U.S. Ship:** THIS IS THE AIRCRAFT CARRIER USS CORAL SEA. WE ARE A LARGE WARSHIP OF THE U.S. NAVY. DIVERT YOUR COURSE NOW!!

**Canadian Reply:** This is a lighthouse—your call.

The world and things around us are constantly changing, so why are we so determined to resist change? It makes us feel uncomfortable, and we think that others (as depicted above) must do the changing so we can stay on our pre-determined course.

Sometimes we get stuck in the "status quo"... things are going smoothly, so why rock the boat?... Don't fix what isn't broken! Or perhaps the example above gives us one of the biggest reasons that we resist change ... a lack of good, solid communication. When we fail to get (or give) facts as to why the change is necessary, we don't see a reason to change. When we understand why the change is necessary, we are more willing to divert our course of action. "Seek first to understand and then to be understood!" said Stephen R. Covey, author of *Seven Habits of Highly Effective People*.

As leaders, it is our responsibility to understand the purpose of the change and then communicate that accurately and positively to our followers so they have buy-in or at least are aware of the need to change. This is more important than ever, since the Army Civilian workforce is so integrated with various generational groups, each with their own set of values and view of the world around them. We say the Army is in a constant state of transition, when in fact, life itself is a constant state of transition, and we must adapt to and conquer change through good communication.

## Words From Our Students



*Is change a good thing in an organization? Why or why not?*

**"Change in an organization is a great thing because it creates growth and moves the organization away from the status quo."**

Pamela Williams  
Fort Sill, Oklahoma  
Intermediate Class 09-12



We welcome your feedback.  
Send us your comments and questions.  
E-mail us at  
[amscnewsletter@conus.army.mil](mailto:amscnewsletter@conus.army.mil)

## Words From Our Students



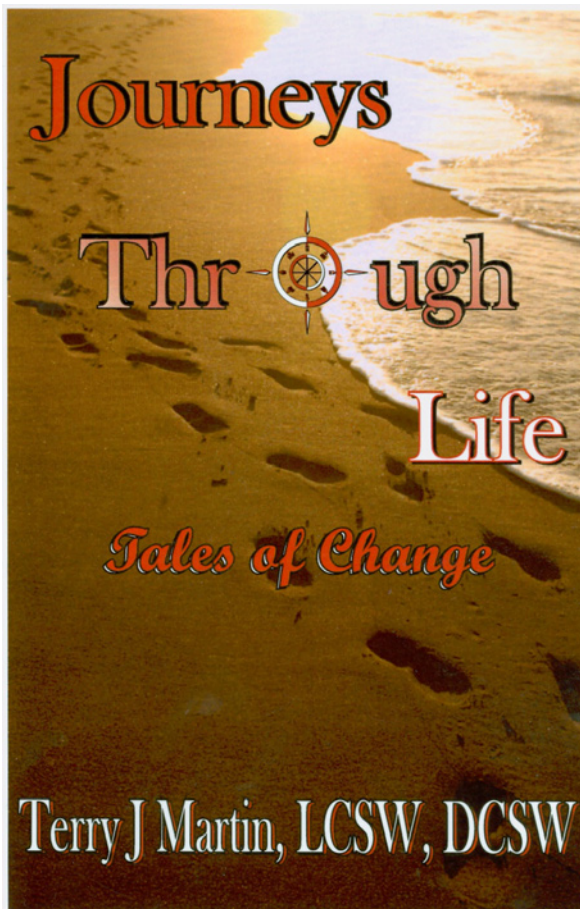
*When you hear the word "change," who and what do you think of?*

"When I hear the word change I think of progress and evolution and reminds me of Darwin's quote. 'It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.'"

John S. Fryer  
U.S. Army Corps of Engineers  
Little Rock District  
Intermediate Class 09-12

## AMSC graduate writes book

By Kyonna Withers  
Assistant Marketing Specialist



Terry J. Martin published his first book, *Journeys Through Life: Tales of Change*, July 15. His book chronicles the tales of three fellow travelers and their therapist. This book is filled with chapters of real life events taken from Martin's professional or personal experiences.

Martin is a 2007 Civilian Education System (CES) Advanced Course graduate of Army Management Staff College (AMSC) at Fort Belvoir, Va. The course enhances leaders' abilities to lead people in complex organizations and operate in an environment of integrated systems with a focus on the mission. Martin attributes

writing this book to lessons learned in the Advanced Course. He also specializes in working with members of the military and their families to whom he dedicated his book.

Martin works as the Operation Enduring Freedom/Operation Iraqi Freedom Program Manager (Chief) at Veterans Affairs Islands Health Care System. He said he is constantly grateful for the skills he developed and the knowledge he gained at the Advanced Course at AMSC. During his studies at Army Management Staff College he learned that in order to be an effective leader one has to have an honest understanding of whom they are, what they know, and what they can do.

Taking the Advanced Course at AMSC was fortuitous and the timing was perfect in his career path, he said. Martin re-discovered at AMSC the value of good academic discipline and teaching. This discovery helped him to complete his book. "Writing and especially writing a book of fiction is arduous, challenging and makes you look inward, reflect and discover why humility is an important virtue for a writer and especially a leader to have," he said.

The author encourages all to join Doc, the therapist, as he shares his diary and takes readers on a very close and personal journey with characters Susan, Walker, and John.

# Office of the Registrar

**FY10 application deadlines are approaching fast.** Check out the CES and CESL course schedule for FY10, 1st and 2nd quarter.

If you have any questions, please e-mail [amscregistrar@conus.army.mil](mailto:amscregistrar@conus.army.mil).

## Army Management Staff College Civilian Education System Program FY 10 Schedule (1st and 2nd quarters)

Class	Dates	Application Deadline
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### Basic Course

(combination distributed Learning and two weeks of resident instruction at Fort Leavenworth, Kan.)

BC 10-002	Nov. 2-13, 2009	Closed
BC 10-003	Dec. 7-18, 2009	Oct. 8, 2009
BC 10-004	Jan. 4-15, 2010	Nov. 5, 2009
BC 10-005	Jan. 25-Feb. 5, 2010	Nov. 26, 2009
BC 10-006	Feb. 22-March 5, 2010	Dec. 24, 2009
BC 10-007	March 15-26, 2010	Jan. 14, 2010

### Intermediate Course

(combination of distributed Learning and three weeks of resident instruction at Fort Belvoir, Va.)

IC 10-001	Nov. 2-20, 2009	Closed
IC 10-002	Nov. 30-Dec. 18, 2009	Oct. 1, 2009
IC 10-003	Jan. 11-29, 2010	Nov. 12, 2009
IC 10-004	Feb. 8-26, 2010	Dec. 10, 2009
IC 10-005	March 8-26, 2010	Jan. 7, 2010

### Advanced Course

(combination of distributed Learning and four weeks of resident instruction at Fort Belvoir, Va.)

AC 10-002	Feb. 1-26, 2010	Dec. 3, 2009
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### Continuing Education for Senior Leaders

(combination of distributed Learning and one week of resident instruction at Fort Belvoir, Va.)

CESL 10-001	Nov. 2-6, 2009	Closed
CESL 10-002	Jan. 25-29, 2010	Nov. 26, 2009
CESL 10-003	April 26-30, 2010	Feb. 25, 2010
CESL 10-004	Aug. 2-6, 2010	June 3, 2010

Enrollment is always open for the following distributed Learning (online) courses:

- Foundation Course
- Action Officers Development Course
- Supervisors Development Course
- Managers Development Course

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### ARRIVALS

Brunk, Robert - 21 June  
Clerkin, William LTC- 31 Aug  
Montague, Michiyo LTC- 31 Aug  
Reed, Stevenson COL- 21 Aug  
Wagner, Megan- 1 June

### DEPARTURES

Baier, Albert- Aug. 14  
Barnett, Betty- Sept. 30  
Bowman, Suzan- Aug. 2  
Campbell, Darren- Aug. 26  
Cierpial, Daniel- Aug. 14  
Cliatt, Alonzo- Aug. 1  
Collins, Jacquelyn- July 19  
Couch, LaAsia- Aug. 7  
Cummins, Mykal- Aug. 21  
Flowers, Christina- Aug. 14  
Fullerton Sue- Aug. 28  
Ganderson, Martin- June 30  
Graham, Darrin- July 24  
Mack, Gerald- Aug. 21  
McMahan, Phillip- Sept. 9  
Mull, Rhonda- Aug. 14  
Parks, Tynisha- Aug. 14  
Patillo, Alexis- Aug. 14  
Spangler, Jennifer- Aug. 14  
Spurgeon, Karen- Aug. 12  
Williams, Garland- Oct. 31  
Woods, Nicole- Aug. 14

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## BRAIN TEASER

Unscramble the words, and check your answers at the bottom. Don't forget the theme is Change.

1. hecgna

2. ptdaa

3. arelde

4. nuyoimcmt

5. natirgooianz

6. nreal

7. sdae

8. myra

9. ineevtornnm

10. ringoila

### ANSWERS

1. change 2. adapt 3. leader  
4. community 5. organization 6. learn  
7. ideas 8. army 9. environment  
10. original